



Strategic Plan

2017 – 2020

Approved April 27, 2017



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Community Counselling and Resource Centre (CCRC)

VISION

CCRC exists to make a positive and lasting difference in people's lives.

MISSION

CCRC helps people strengthen their lives and promotes community well-being. We do this through services that offer counselling, support and resources to assist with personal well-being, credit and financial management, access to housing and connection with community.

VALUES

We promote individual and community well-being through:

Respect

Meeting people with caring, compassion, acceptance

Commitment to Clients

Offering high quality, supportive, accessible, inclusive and integrated services

Commitment to Community

Addressing issues including those related to poverty and social justice which affect our clients, through involvement in partnerships, education and advocacy

Leadership

Providing expertise to identify and respond effectively and ethically to emerging needs relevant to our mission

Volunteerism

Recognizing the importance of volunteerism

OPERATING PRINCIPLES

CCRC has an ongoing commitment to strengthen its service capacity by:

- Maintaining a client-centred focus
- Ensuring services respond to changing needs
- Offering services that are accessible, affordable, inclusive and integrated
- Creating partnerships that benefit clients and enhance services
- Advocating about priority policy issues that affect clients
- Maximizing financial stability and accountability
- Being a desired place to work and volunteer

STRATEGIC PRIORITIES AND GOALS: 2017 - 2020

CRC's *Strategic Plan 2017- 2020* sets forth three strategic priorities to guide the work of the agency, goals to follow these priorities and an initial list of steps to fulfill these goals.

CCRC is committed to moving forward in the following areas towards its vision and mission:

1. *Strengthen Sustainability*

Goals:

Continue Board commitment to resource development and fundraising

Seek innovative, creative, resource development approaches that do not put vulnerable clients at risk

Develop and manage resources to respond to pressing service needs while maintaining sustainable workloads

Measure and communicate the impact of services

Develop partnerships and collaborations that enhance services and are sustainable

2. Continue Client-Centred & Social Justice Approach

Goals:

Advocate for clients' needs

Reduce wait-times and increase access to services

Deepen understanding and commitment to diversity and inclusivity

Address social injustices related to client needs, such as poverty and violence

Influence public policies related to clients' needs

3. Invest in Staff, Student and Volunteer Resources

Goals:

Maintain a positive, caring culture

Commit resources to maintain a skilled, competitive workforce

Enhance opportunities for nimble, flexible action

Enhance use of technology to support service delivery

Enhance volunteer engagement

Steps to Move Forward

- **Strengthen sustainability**
 - Ensure we have the committees needed to address strategic directions
 - Continue work on 5 Year Fundraising and Communications Plan
 - Seek innovative and creative forms of resource development to support programs (such as EAP, DMPs, project funding, social enterprise, workshop fees, etc.)
 - Explore innovative service delivery models to improve access to services and inclusivity
 - Review and develop plans for sustainable staff workloads
 - Explore partnership opportunities that enhance services and sustainability
 - Explore possibilities for after-hours service (evening and weekend)
- **Continue client-centred & social justice approach**
 - Offer training for staff and volunteers on social justice, diversity and anti-oppression
 - Increase service delivery to people in the County
 - Continue to place clients first and advocate on their behalf
- **Invest in Staff, student and volunteer resources**
 - Commit to competitive Staff compensation in relation to sector, nourish retention
 - Continue role in training, developing students
 - Increase technology training and resources
 - Address challenges of working from two sites; seek opportunities to move to one building
 - Continue commitment to continuity planning
 - Maintain positive work culture and staff recognition; celebrate successes

Appendix 1

Strategic Plan Creation Process

CCRC undertook a strategic planning exercise in 2016 with the following goals:

- To review action on strategic commitments in CCRC's 2013-16 Strategic Plan
- To build on Brand Identity work in defining CCRC's role
- To gain input to CCRC's direction drawing on environmental scan and input from key stakeholders and partners
- To revise strategic goals as needed

Key questions posed for this planning process were:

- How can CCRC be more sustainable?
- How do we best define our agency and broad program roles in the community?
- What opportunities and risks do we face?
- Who do / should we partner with and how?

The review process began at a Board retreat in April 2016, which included a review of achievements on the Strategic Plan 2013-2016. The formal planning process took place from September 2016 to March 2017. It involved the Board, Executive Director, Leadership Team, Staff and a range of community partners who were interviewed by the Board. The process included presentations at Board meetings on the community *Vital Signs* report by the Community Foundation of Greater Peterborough and on funding trends by the Leadership, followed by discussions involving the Board and Leadership Team. It also involved a Board/Staff session facilitated by Janice Green in March. Reports on these presentations and meetings are available on request from CCRC.